



TORQ Analysis of Human Resources Managers to Financial Managers, Branch or Department

INPUT SECTION:

Transfer	Title	O*NET	Filters		
From Title:	Human Resources Managers	11-3040.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Financial Managers, Branch or Department	11-3031.02	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

OUTPUT SECTION:

Grand TORQ:

91

Ability TORQ		Skills TORQ		Knowledge TORQ	
Level	98	Level	87	Level	88

Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Perceptual Speed	37	7	50	Service Orientation	70	21	85	Sales and Marketing	65	29	72
Time Sharing	42	3	50	Instructing	76	15	88	Mathematics	70	22	74
Selective Attention	41	2	56	Monitoring	73	10	86	Customer and Personal Service	80	14	89
Number Facility	60	1	59	Mathematics	59	9	84	Economics and Accounting	62	13	73
				Active Learning	71	9	83	Administration and Management	66	10	83
				Judgment and Decision Making	70	9	82	Computers and Electronics	62	11	74
				Time Management	74	7	91				
				Coordination	60	7	70				
				Critical Thinking	69	5	80				
				Speaking	68	3	79				
				Learning Strategies	71	3	79				
				Persuasion	66	3	71				
				Social Perceptiveness	68	1	74				

LEVEL and IMPT (IMPORTANCE) refer to the Target Financial Managers, Branch or Department. GAP refers to level difference between Human Resources Managers and Financial Managers, Branch or Department.

ASK ANALYSIS

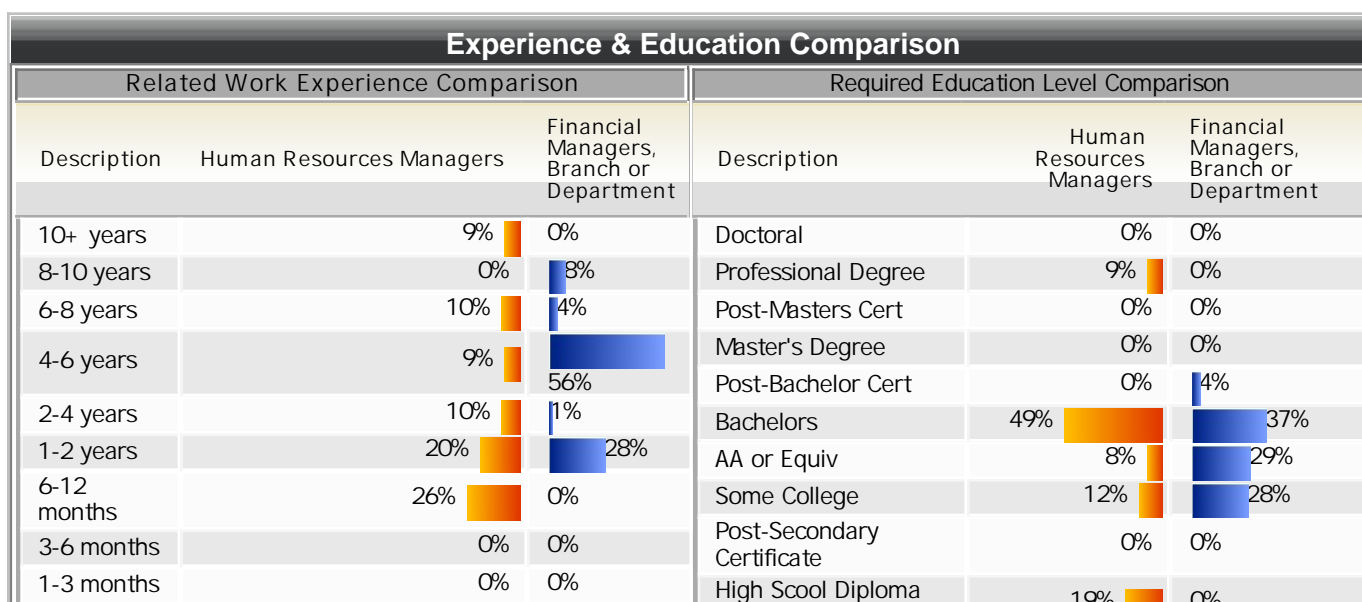
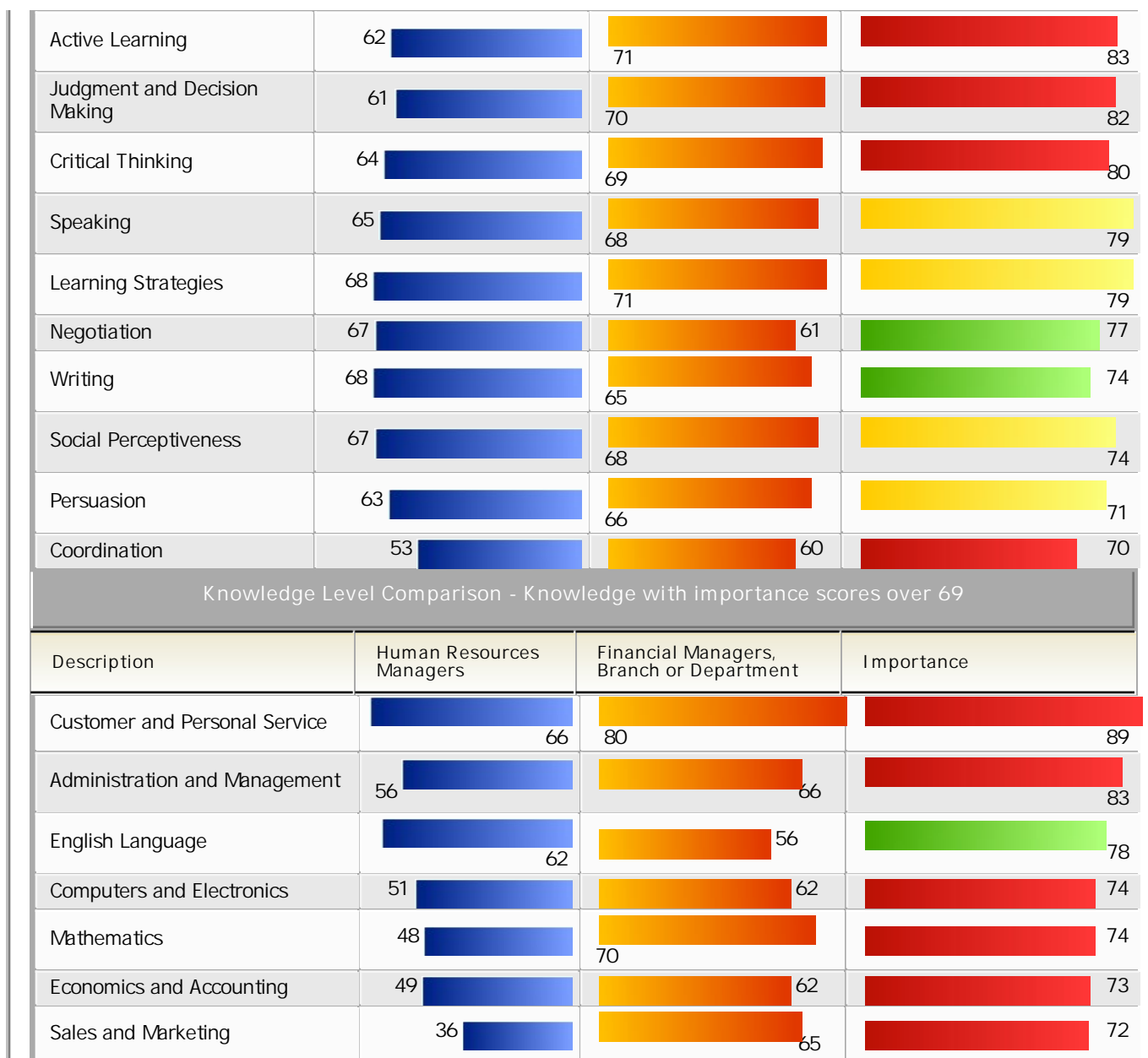
Ability Level Comparison - Abilities with importance scores over 50



Description	Human Resources Managers	Financial Managers, Branch or Department	Importance
Oral Expression	69	62	87
Oral Comprehension	66	64	84
Written Comprehension	69	59	84
Written Expression	67	60	81
Speech Recognition	66	55	78
Speech Clarity	71	55	78
Problem Sensitivity	64	53	75
Deductive Reasoning	67	60	75
Near Vision	69	60	75
Inductive Reasoning	59	53	72
Fluency of Ideas	60	51	65
Originality	57	53	62
Information Ordering	55	51	62
Mathematical Reasoning	59	53	62
Number Facility	59	60	59
Category Flexibility	62	50	56
Selective Attention	39	41	56
Memorization	57	42	50
Perceptual Speed	30	37	50
Time Sharing	39	42	50

Skill Level Comparison - Abilities with importance scores over 69

Description	Human Resources Managers	Financial Managers, Branch or Department	Importance
Time Management	67	74	91
Instructing	61	76	88
Management of Personnel Resources	83	73	88
Reading Comprehension	66	66	87
Active Listening	74	70	86
Monitoring	63	73	86
Service Orientation	49	70	85
Mathematics	50	59	84





O-1 month	0%	0%	or GED	0%	0%
None	13%	<div><div></div></div>	No HSD or GED	0%	0%
Human Resources Managers			Financial Managers, Branch or Department		
Most Common Educational/Training Requirement:					
Bachelor's or higher degree, plus work experience					
Job Zone Comparison					
4 - Job Zone Four: Considerable Preparation Needed			4 - Job Zone Four: Considerable Preparation Needed		
A minimum of two to four years of work-related skill, knowledge, or experience is needed for these occupations. For example, an accountant must complete four years of college and work for several years in accounting to be considered qualified.			A minimum of two to four years of work-related skill, knowledge, or experience is needed for these occupations. For example, an accountant must complete four years of college and work for several years in accounting to be considered qualified.		
Most of these occupations require a four - year bachelor's degree, but some do not.			Most of these occupations require a four - year bachelor's degree, but some do not.		
Employees in these occupations usually need several years of work-related experience, on-the-job training, and/or vocational training.			Employees in these occupations usually need several years of work-related experience, on-the-job training, and/or vocational training.		

Tasks

Human Resources Managers	Financial Managers, Branch or Department
Core Tasks	Core Tasks
Specific Tasks	Generalized Work Activities:
Detailed Tasks	<ul style="list-style-type: none"> • Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources. • Selling or Influencing Others - Convincing others to buy merchandise/goods or to otherwise change their minds or actions. • Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information. • Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time. • Performing for or Working Directly with the Public - Performing for people or dealing directly with the public. This includes serving customers in restaurants and stores, and receiving clients or guests.
Technology - Examples	Specific Tasks
Charting software	Occupation Specific Tasks:
<ul style="list-style-type: none"> • AASoftTech Web Organization Chart 	<ul style="list-style-type: none"> • Analyze and classify risks and investments to determine their potential impacts on companies. • Approve or reject, or coordinate the approval and rejection of, lines of credit and commercial, real estate, and personal loans. • Communicate with stockholders and other investors to provide information, and to raise capital. • Develop and analyze information to
Compliance software	
<ul style="list-style-type: none"> • Stratitec TimeIPS 	
Computer based training software	
<ul style="list-style-type: none"> • Training software 	
Data base user interface and query software	
<ul style="list-style-type: none"> • Automation Centre Personnel Tracker • Microsoft Access 	
Document management software	
<ul style="list-style-type: none"> • Atlas Business Solutions Staff Files • WinOcular software 	
Electronic mail software	
<ul style="list-style-type: none"> • Email software • Microsoft Outlook 	
Enterprise resource planning ERP software	
<ul style="list-style-type: none"> • Deltek Vision • Oracle PeopleSoft • SAP software 	



Human resources software

- ADP HR/Benefits Solution
- ADP HR/Profile
- AllNetic Working Time Tracker
- Applicant Tracking Systems ATS software
- Arrow Electronics N/Compass
- Authoria Adviser
- Ceridian software
- Focus software
- Halogen e360
- Halogen ePraisal
- Human resource information system HRIS software
- Inception Technologies InfiniTime
- Infor SSA Human Capital Management
- Lawson Human Resources Suite
- Midrange Software XpertHire
- Oracle HRIS
- Personnel management software
- QuestionMark software
- Qwiz software
- Sage Software Abra HRMS
- Savitr RecruitX
- Tesseract Benefits Manager
- Tesseract Human Resources Manager
- Ultimate Software UltiPro
- UniFocus Watson Human Resources Manager
- WhizLabs software

Internet browser software

- Web browser software

Presentation software

- Microsoft PowerPoint

Spreadsheet software

- Microsoft Excel

Time accounting software

assess the current and future financial status of firms.

- Direct insurance negotiations, select insurance brokers and carriers, and place insurance.
- Establish and maintain relationships with individual and business customers, and provide assistance with problems these customers may encounter.
- Establish procedures for custody and control of assets, records, loan collateral, and securities, in order to ensure safekeeping.
- Evaluate data pertaining to costs in order to plan budgets.
- Evaluate financial reporting systems, accounting and collection procedures, and investment activities, and make recommendations for changes to procedures, operating systems, budgets, and other financial control functions.
- Examine, evaluate, and process loan applications.
- Network within communities to find and attract new business.
- Oversee the flow of cash and financial instruments.
- Plan, direct, and coordinate risk and insurance programs of establishments to control risks and losses.
- Plan, direct, and coordinate the activities of workers in branches, offices, or departments of such establishments as branch banks, brokerage firms, risk and insurance departments, or credit departments.
- Prepare financial and regulatory reports required by laws, regulations, and boards of directors.
- Prepare operational and risk reports for management analysis.
- Recruit staff members, and oversee training programs.
- Review collection reports to determine the status of collections and the amounts of outstanding balances.
- Review reports of securities transactions and price lists in order to analyze market conditions.
- Submit delinquent accounts to attorneys or outside agencies for collection.

Detailed Tasks

Detailed Work Activities:

- analyze financial data
- analyze market conditions
- analyze operational or management reports or records
- approve or deny credit applications
- approve or deny loans
- assign work to staff or employees



- ADP ezLaborManager

- ADP Pay eXpert

- Data Management TimeClock Plus software

- Exact Software Macola ES Labor Performance

- Kronos Workforce Timekeeper

- Norchard Solutions Succession Wizard

Word processing software

- Microsoft Word

- NuvoSoft Rviz

Tools - Examples

- Desktop computers

- Notebook computers

- Personal computers

- Scanners

- compile data for financial reports
- conduct financial investigations
- conduct or attend staff meetings
- develop budgets
- develop management control systems
- develop policies, procedures, methods, or standards
- direct and coordinate financial activities
- identify financial risks to company
- monitor credit extension decisions
- oversee execution of organizational or program policies
- prepare reports for management
- prepare required government reports
- review loan applications
- use government regulations
- use negotiation techniques

Technology - Examples

Accounting software

- Accounts receivable software
- Trust accounting software

Data base user interface and query software

- Microsoft Access
- Oracle software

Electronic mail software

- Email software
- Microsoft Outlook

Enterprise resource planning ERP software

- Enterprise resource planning ERP credit management software
- Oracle PeopleSoft

Financial analysis software

- ARES Corporation PRISM Project Estimator
- Credit management software

Human resources software

- Human resource information system HRIS software

Internet browser software

- Internet browser software

Office suite software

- Microsoft Office

Presentation software

- Presentation software

Spreadsheet software



- Microsoft Excel

- Moody's KMV FAMAS

- Spreadsheet software

Word processing software

- Word processing software

Tools - Examples

- 10-key calculators

- Desktop computers

- Notebook computers

- Personal computers

- Personal digital assistants PDA

- Scanners

- Tablet computers

Labor Market Comparison

Description	Human Resources Managers	Financial Managers, Branch or Department	Difference
Median Wage	N/A	\$ 67,670	N/A
10th Percentile Wage	N/A	\$ 41,820	N/A
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	N/A	\$ 89,670	N/A
90th Percentile Wage	N/A	\$119,660	N/A
Mean Wage	N/A	\$ 74,780	N/A
Total Employment - 2007	N/A	2,440	N/A
Employment Base - 2016	N/A	2,692	N/A
Projected Employment - 2016	N/A	2,881	N/A
Projected Job Growth - 2006-2016	N/A	7.0 %	N/A
Projected Annual Openings - 2006-2016	N/A	58	N/A

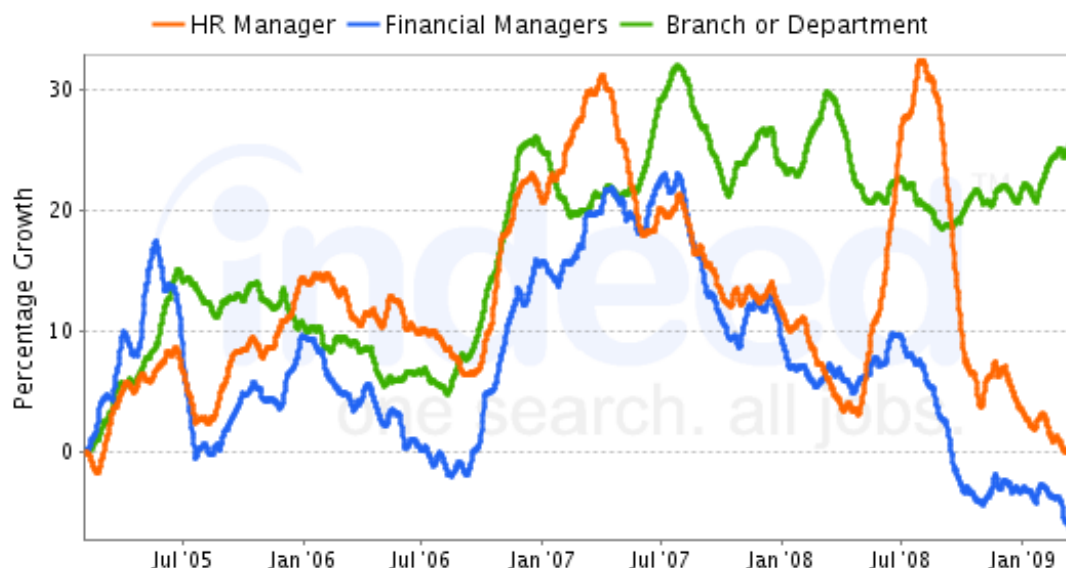
National Job Posting Trends

Trend for Human Resources Managers

Trend for
Financial
Managers,
Branch or
Department



Job Trends from Indeed.com



Data from [Indeed](#)

Recommended Programs

Accounting and Finance

Accounting and Finance. An integrated or combined program in accounting and finance that prepares individuals to function as accountants and financial managers or analysts.

Institution	Address	City	URL
University of Southern Maine	96 Falmouth St	Portland	www.usm.maine.edu

Accounting and Business/Management

Accounting and Business/Management. An integrated or combined program in accounting and business administration/management that prepares individuals to function as accountants and business managers.

No schools available for the program

Finance, General

Finance, General. A program that generally prepares individuals to plan, manage, and analyze the financial and monetary aspects and performance of business enterprises, banking institutions, or other organizations. Includes instruction in principles of accounting; financial instruments; capital planning; funds acquisition; asset and debt management; budgeting; financial analysis; and investments and portfolio management.

Institution	Address	City	URL
Husson College	One College Circle	Bangor	www.husson.edu
Saint Josephs College	278 Whites Bridge Rd	Standish	www.sjcme.edu
Thomas College	180 W River Rd	Waterville	www.thomas.edu

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International Finance

International Finance. A program that prepares individuals to manage international financial operations and related currency transactions. Includes instruction in international banking, international monetary and financial policy, money and capital markets, foreign exchange, risk analysis, and international cash flow operations.

No schools available for the program

Investments and Securities

Investments and Securities. A program that prepares individuals to manage assets placed in capital markets, and related technical operations. Includes instruction in security analysis, debt and equity analysis, investment strategies, securities markets, computer-assisted research, portfolio management, portfolio performance analysis, and applications to specific investment problems and business situations.

No schools available for the program

Public Finance

Public Finance. A program that prepares individuals to manage the financial assets and budgets of public sector organizations. Includes instruction in public trusts and investments; the laws and procedures used to plan, prepare and administer public agency budgets; and the preparation and analysis of public budget projections and policies.

No schools available for the program

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No schools available for the program

Credit Management

Credit Management. A program that prepares individuals to perform and/or manage operations concerning personal and corporate credit, collateral, loan processing, and related financial agency communications. Includes instruction in general finance and banking principles, insurance, real estate, taxation, business law and regulations, quantitative methods, financial computer systems applications, database management, communications skills, business and office management, and professional standards and ethics.

No schools available for the program

Financial Management and Services, Other

Finance and Financial Management Services, Other. Any instructional program in financial management and services not listed above.

No schools available for the program

Financial Management and Services, Other

Finance and Financial Management Services, Other. Any instructional program in financial management and services not listed above.

No schools available for the program

Maine Statewide Promotion Opportunities for Human Resources Managers

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings
11-3041.00	Compensation and Benefits Managers	93	3	200	\$68,560.00	\$68,560.00	2%	5
13-1071.02	Personnel Recruiters	93	4	610	\$41,200.00	\$41,200.00	10%	19



13-1072.00	Compensation, Benefits, and Job Analysis Specialists	92	4	770	\$43,900.00	\$43,900.00	8%	23
43-4161.00	Human Resources Assistants, Except Payroll and Timekeeping	91	3	510	\$30,330.00	\$30,330.00	12%	10
11-3031.02	Financial Managers, Branch or Department	91	4	2,440	\$67,670.00	\$67,670.00	7%	58
11-3042.00	Training and Development Managers	91	4	140	\$66,670.00	\$66,670.00	7%	4
13-2053.00	Insurance Underwriters	90	3	460	\$56,090.00	\$56,090.00	-1%	12
13-1031.01	Claims Examiners, Property and Casualty Insurance	90	3	1,570	\$49,360.00	\$49,360.00	3%	44
41-1012.00	First-Line Supervisors/Managers of Non-Retail Sales Workers	90	4	930	\$55,220.00	\$55,220.00	-1%	19
11-9131.00	Postmasters and Mail Superintendents	89	3	420	\$55,200.00	\$55,200.00	-5%	10
43-4031.02	Municipal Clerks	89	3	1,190	\$27,650.00	\$27,650.00	9%	37
13-2071.00	Loan Counselors	89	4	60	\$35,110.00	\$35,110.00	-3%	1
23-1022.00	Arbitrators, Mediators, and Conciliators	89	5	40	\$46,160.00	\$46,160.00	2%	1
11-9151.00	Social and Community Service Managers	89	4	970	\$47,760.00	\$47,760.00	12%	33
41-3031.02	Sales Agents, Financial Services	89	4	0	\$65,230.00	\$65,230.00	5%	33

Top Industries for Financial Managers, Branch or Department

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Depository credit intermediation	522100	14.40%	72,902	74,327	1.95%
Management of companies and enterprises	551100	7.98%	40,411	46,586	15.28%
Securities and commodity contracts, brokerages, and exchanges	5231-2	4.05%	20,507	30,461	48.54%
Self-employed workers, primary job	000601	3.88%	19,649	20,934	6.54%
Local government, excluding education and hospitals	939300	3.51%	17,785	19,980	12.34%
Accounting, tax preparation, bookkeeping, and payroll services	541200	3.27%	16,571	19,653	18.60%



Other nondepository credit intermediation, including real estate credit and consumer lending	522290	2.84%	14,398	17,266	19.92%
Other financial investment activities	523900	2.56%	12,983	18,297	40.93%
Federal government, excluding postal service	919999	2.41%	12,222	11,554	-5.47%
Colleges, universities, and professional schools, public and private	611300	1.72%	8,734	9,771	11.87%
General medical and surgical hospitals, public and private	622100	1.68%	8,503	9,414	10.71%
Automobile dealers	441100	1.61%	8,167	9,265	13.44%
Direct insurance (except life, health, and medical) carriers	524120	1.58%	8,009	8,371	4.52%
State government, excluding education and hospitals	929200	1.57%	7,953	7,804	-1.87%
Computer systems design and related services	541500	1.40%	7,071	9,548	35.02%

Top Industries for Human Resources Managers

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Management of companies and enterprises	551100	13.04%	17,765	20,480	15.28%
Local government, excluding education and hospitals	939300	6.34%	8,637	9,702	12.34%
General medical and surgical hospitals, public and private	622100	4.34%	5,911	6,544	10.71%
Depository credit intermediation	522100	3.22%	4,391	4,476	1.95%
Colleges, universities, and professional schools, public and private	611300	3.21%	4,374	4,893	11.87%
State government, excluding education and hospitals	929200	2.33%	3,167	3,107	-1.87%
Employment services	561300	2.03%	2,759	3,491	26.56%
Computer systems design and related services	541500	2.03%	2,759	3,726	35.02%
Management, scientific, and technical consulting services	541600	1.96%	2,674	4,774	78.52%
Office administrative services	561100	1.47%	2,004	2,541	26.79%
Accounting, tax preparation, bookkeeping, and payroll services	541200	1.46%	1,984	2,353	18.60%
Elementary and secondary schools, public and private	611100	1.41%	1,927	2,031	5.38%
Self-employed workers, primary job	000601	1.38%	1,879	2,002	6.54%
Research and development in the physical, engineering, and life sciences	541710	1.26%	1,717	1,832	6.69%
Securities and commodity contracts, brokerages, and exchanges	5231-2	1.22%	1,664	2,458	47.66%